Air Force Acquisition System
Acquisition Strategy Planning and Statutory Milestone Requirements

ANTHONY J. PERFILIO, SES

Director, AFMC Law Office

AIR FORCE

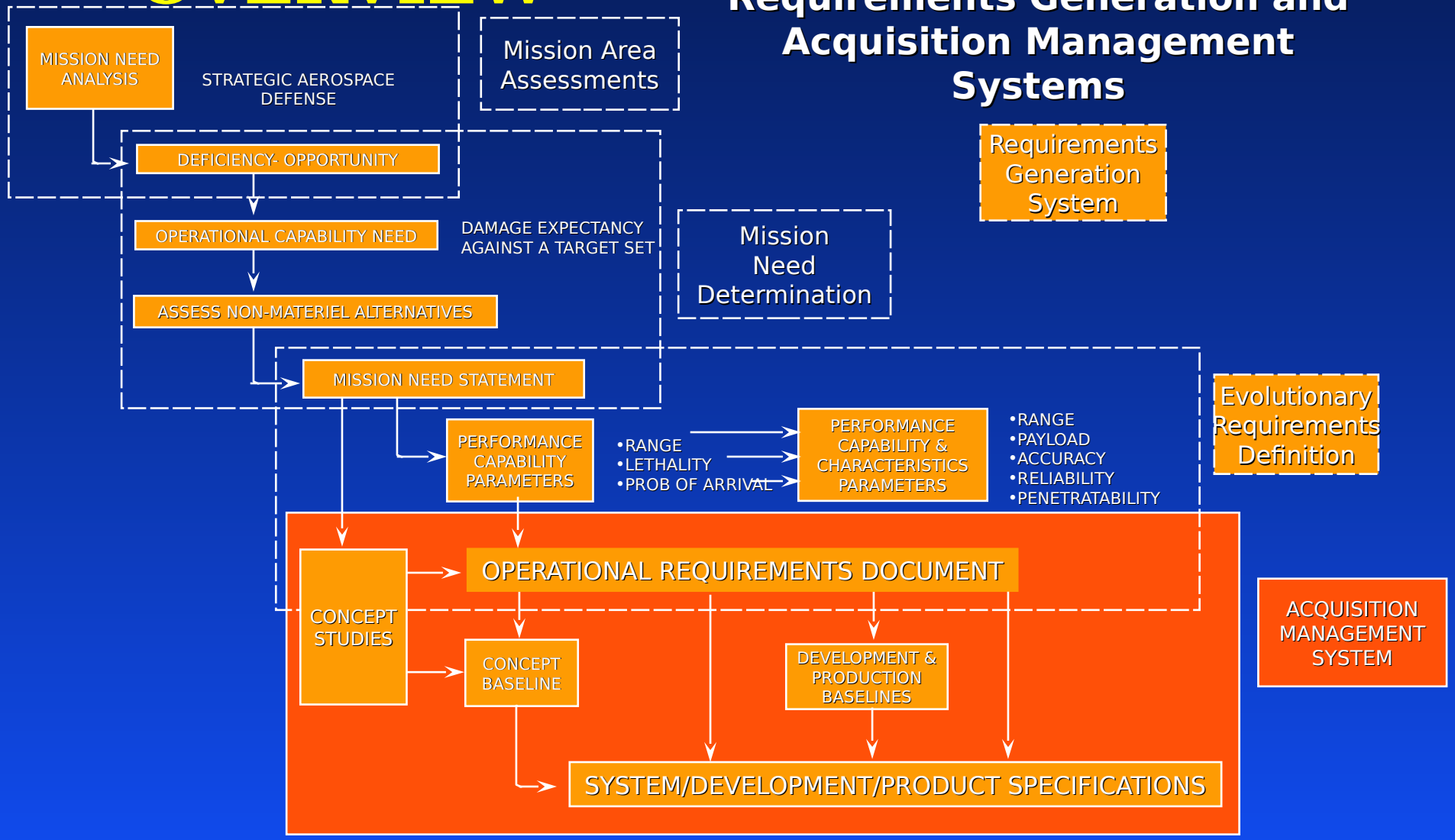
ACQUISITION SYSTEM

ACQUISITION SYSTEM

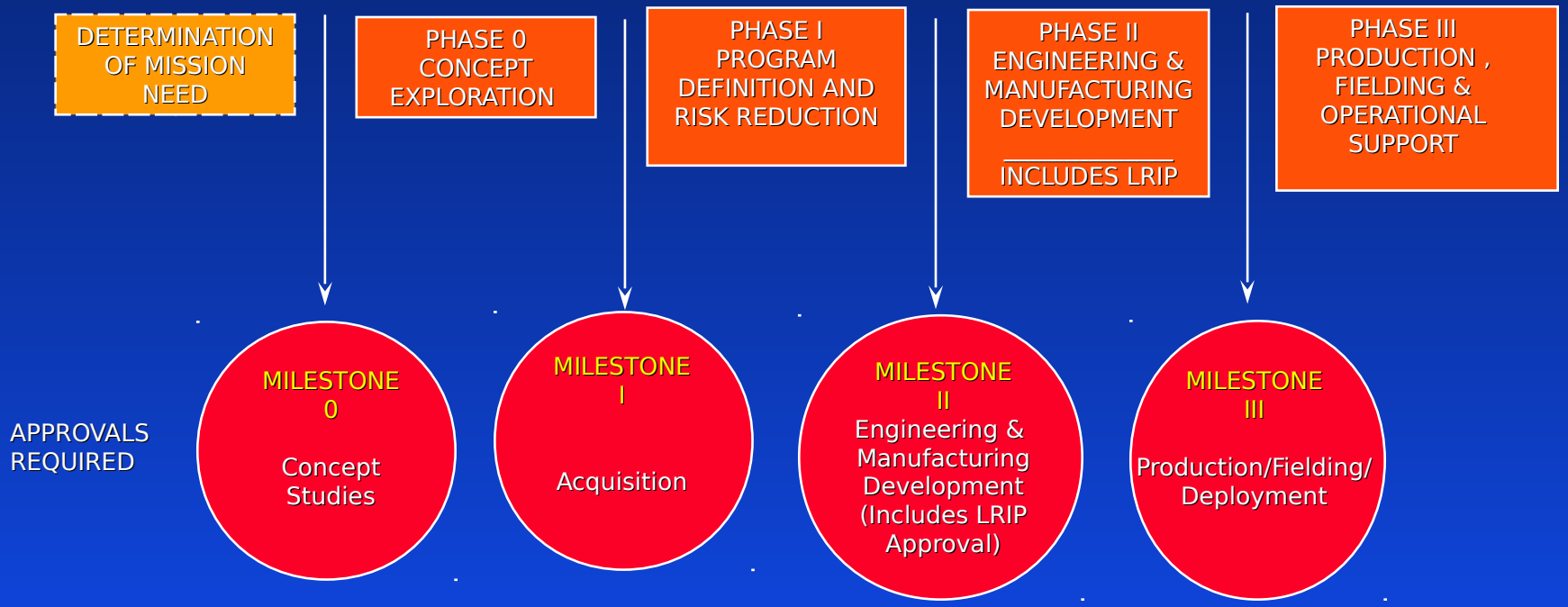
- CONTEXT
- FRAMEWORK
- PLAYERS
- RELATIONSHIP

Mission Need OVERVIEW

Evolutionary Requirements Definition Process Relationship Requirements Generation and Acquisition Management Systems



ACQUISITION MILESTONES & PHASES



Milestone & Phases as Revised by DODI 5000.2-R, 15 Mar 96

AIR FORCE ACQUISITION SYSTEM (Major/Selected Programs)

Service Acquisition Executiv
Assistant Sec AF (Acquisitio

Program Executive Officers
(Military & Civilian)

Program Managers
(Military & Civilian)

AF ACQUISITION SYSTEM
Clear Command Channels

- Service Acquisition Executive (SAE
  - Assistant Secretary (Acquisition)
  - Senior Civilian with Extensive Industrial Experience
  - Single Civilian Official Responsible for ALL Acquisition Matters
  - ONE Acquisition Management System

AF ACQUISITION SYSTEM
Clear Command Channels

- **Program Executive Officers (PEO) - for all**
  Major and Selected Programs

  - **Full-time, Senior Military and Civilian Officials Supported by Small, Separate Staff**
  - **Each Responsible for a Portfolio of Mission Related, Major Programs with NO other Responsibilities**

AF ACQUISITION SYSTEM
Clear Command Channels

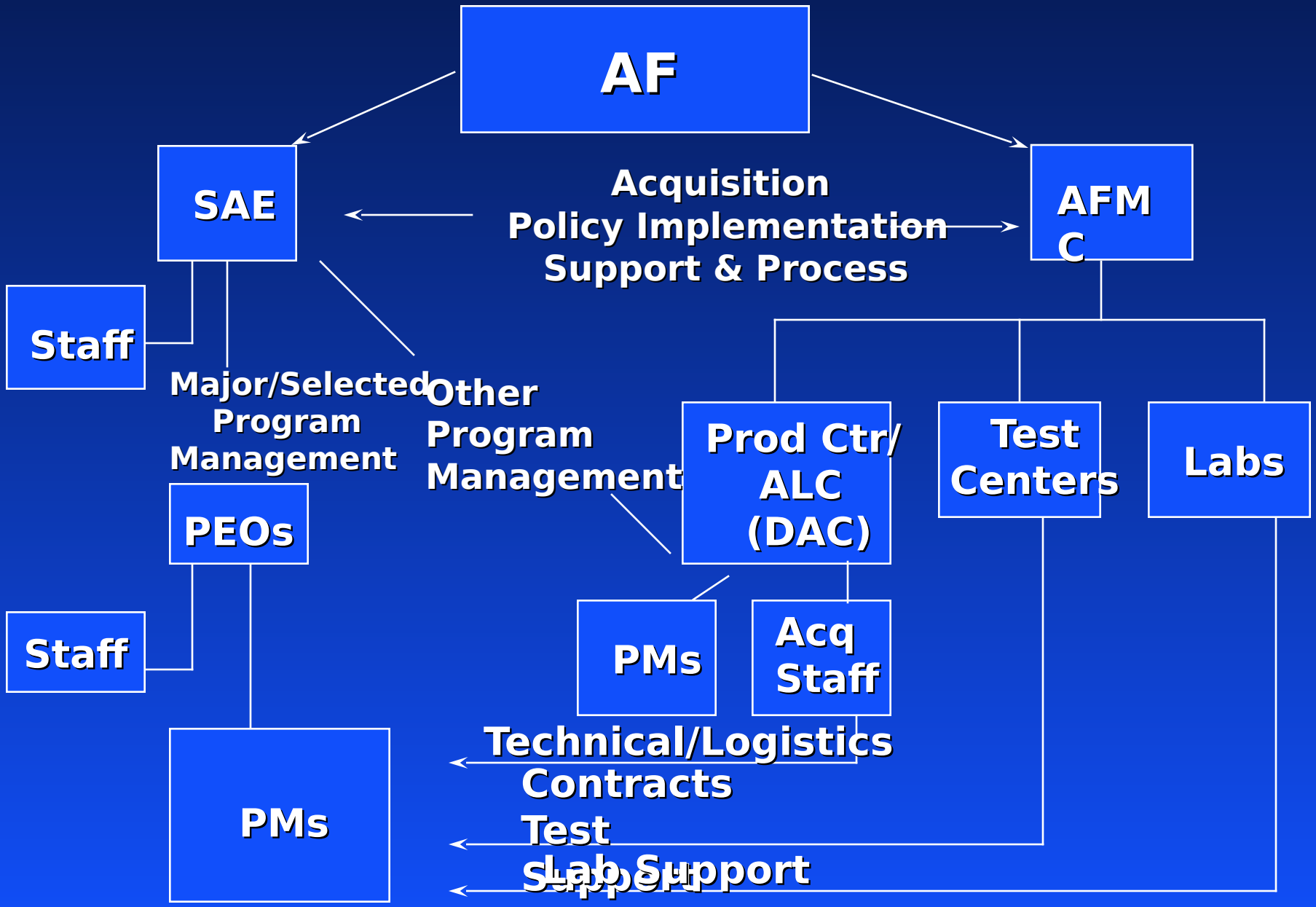
- Designated Acquisition Commander (DAC)
  - Serve in place of PEO for “Other” Programs
- Program Managers are Delegated Responsibility
  Authority, and are Accountable for Program Man
  - Major and Selected Managers Report Solely to
    Evaluated by) PEO
  - PMs for “Other” programs Report to DAC
- Streamlined Reporting

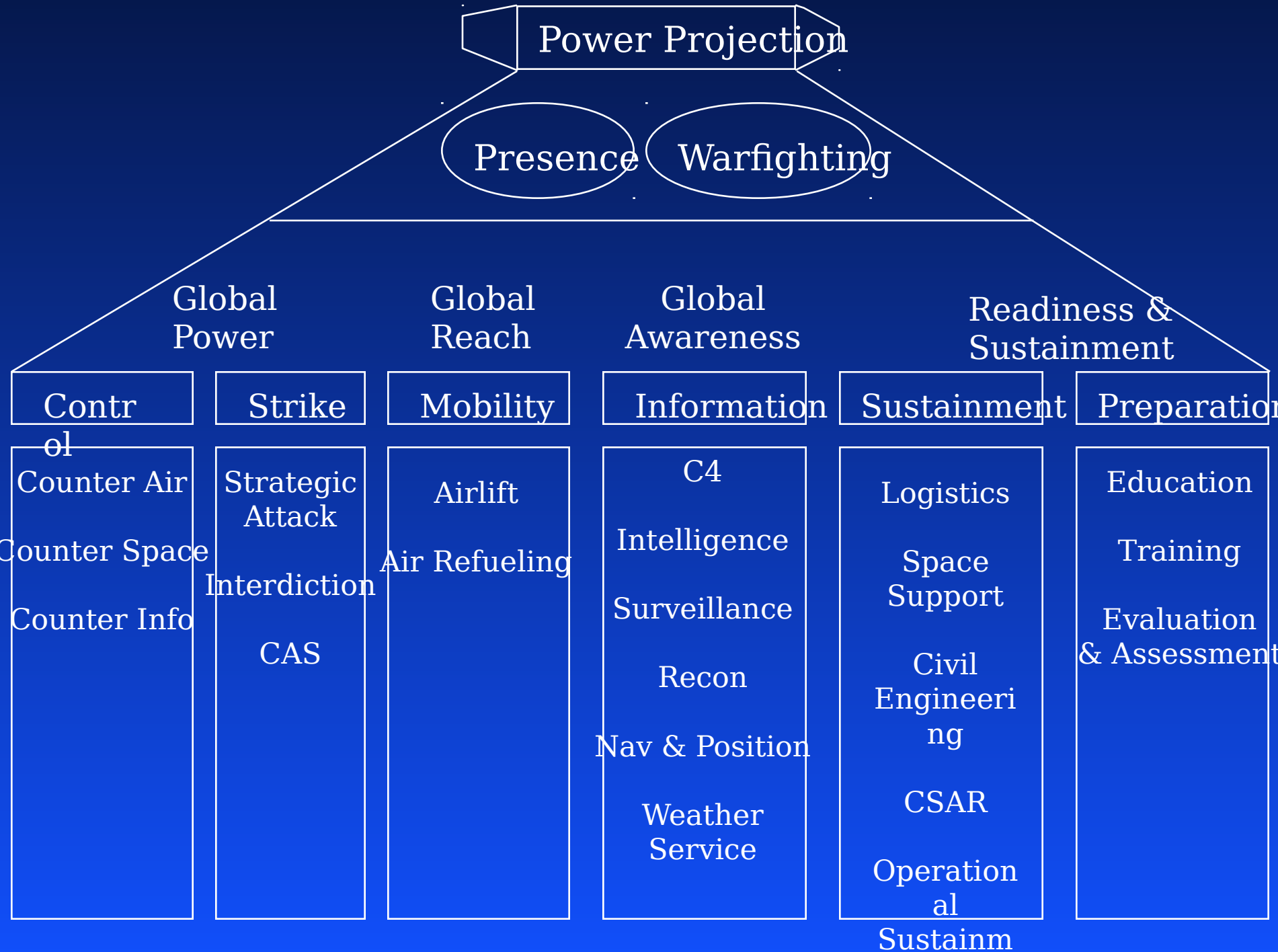
Air Force Materiel Comman

- Postured for a Support Mission
- Headquarters not in Systems Program Management Chain
- Focus on Providing Acquisition Support Infrastructure
  - Technical
  - Logistics
  - Contracts
  - Laboratory
  - Test

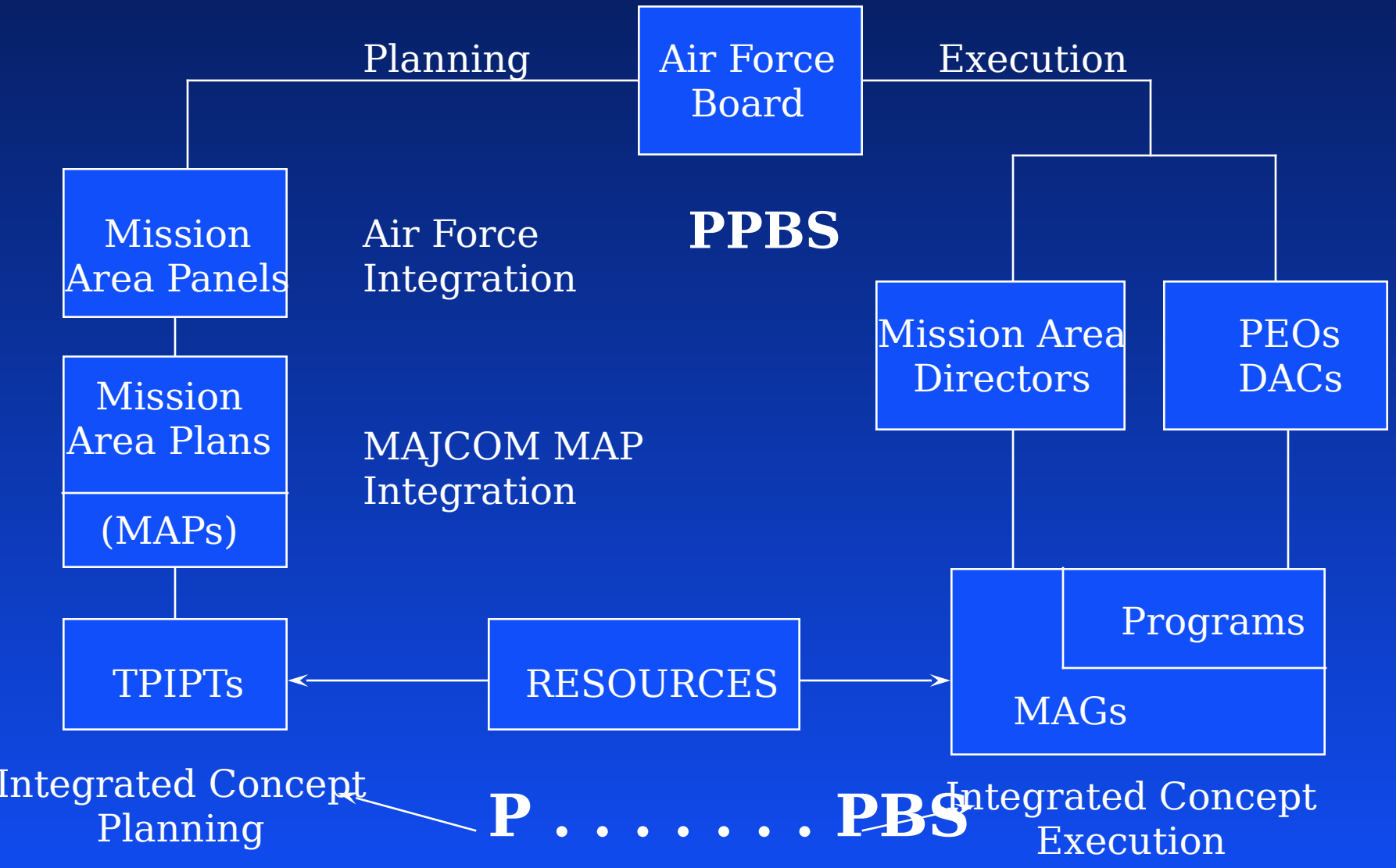
Complements -- not Duplicates -- PEO Functions

AIR FORCE ACQUISITION SYSTEM

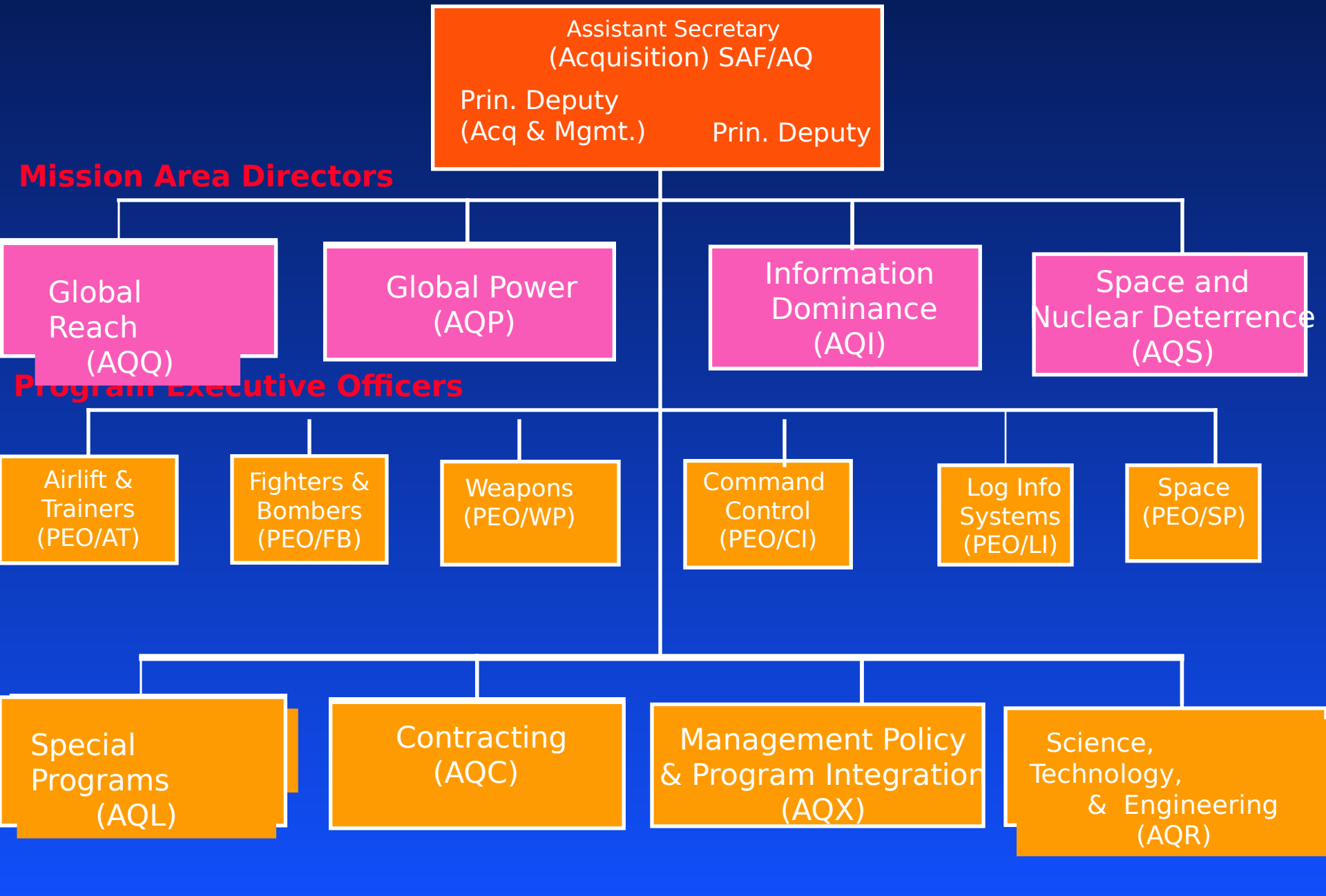



Power Projection
Presence
Warfighting
Global Power
Global Reach
Global Awareness
Readiness & Sustainment
Contr ol
Strike
Mobility
Information
Sustainment
Preparation
Counter Air
Counter Space
Counter Info
Strategic Attack
Interdiction
CAS
Airlift
Air Refueling
C4
Intelligence
Surveillance
Recon
Nav & Position
Weather Service
Logistics
Space Support
Civil Engineeri ng
CSAR
Operation al Sustainm
Education
Training
Evaluation & Assessment

Mission Area Planning/Execution



SAF/AQ ORGANIZATION (AS OF Jun 99)



AIR FORCE ACQUISITION SYSTEM PEO STRUCTURE

AFAE (SAE)
MR. Lawrence J. Delaney
ASAF (A)

AF PEO/AT
BG Chedister

Airlift & Trainers

e.g.
JPATS
VC-X
C-17
JPALS
GATM
NGSL

AFPEO/FB
MG Bolton

Fighters & Bombers

e.g.
F-22
F-16
F-15
F-117
B-1
B-2
JHMCS

AFPEO/WP
Mr. Diamond

Weapons

e.g.
AMRAAM
AIM-9X
JASSM
SFW
JSOW
JDAM
ABL
WCMD

AFPEO/CI
BG Weston

Command & Control

e.g.
AWACS
JSTARS
Peace Shield
Cheyenne Mt. Upgrade
JATT
SWPS
CAFC2

AFPEO/LI
Mr. Goldfarb

Logistics Info System

e.g.
JAMSS
MMS
GTN
CAMS
REMIS

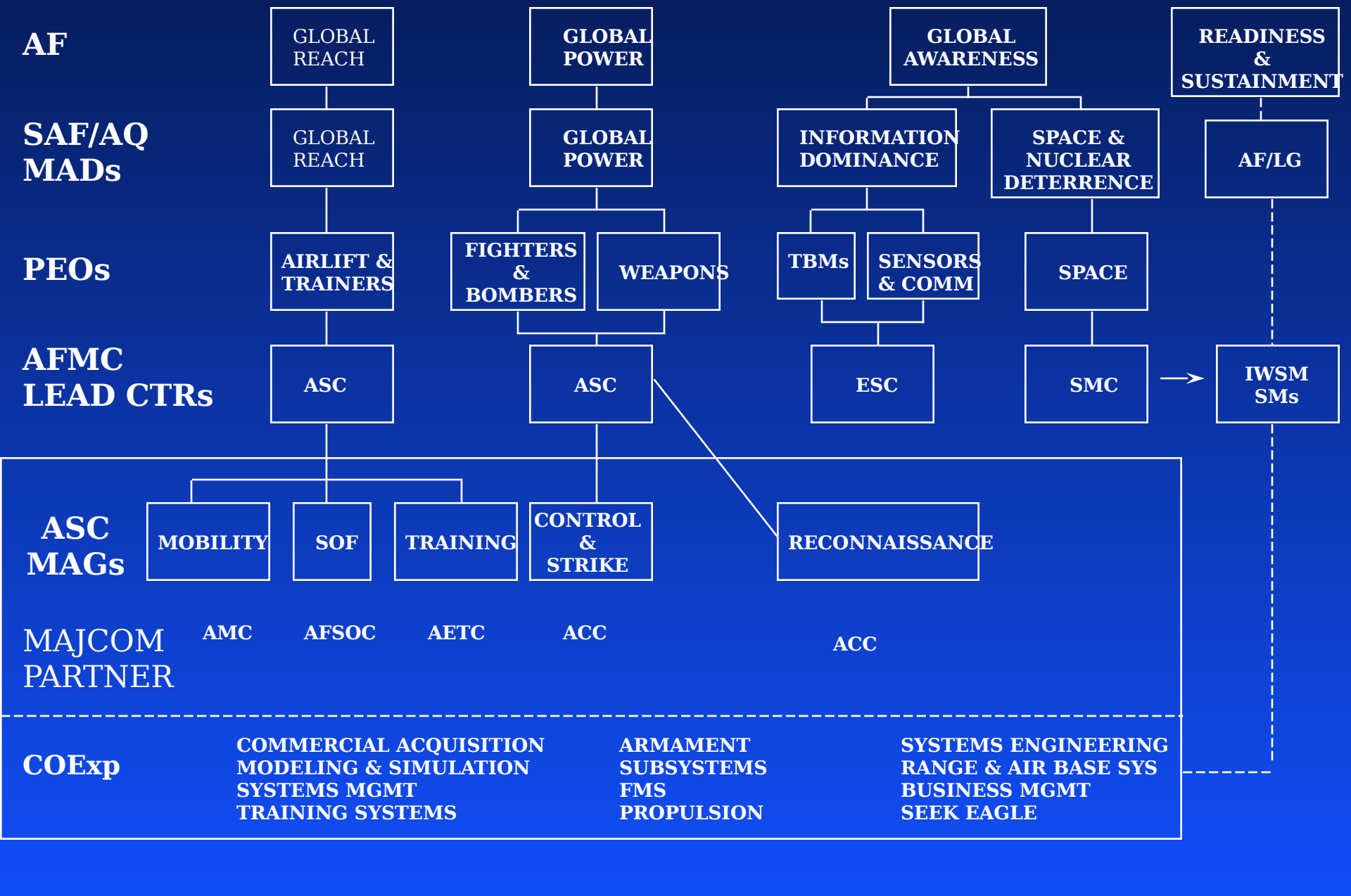
AFPEO/SP
Mr. Collins

Space

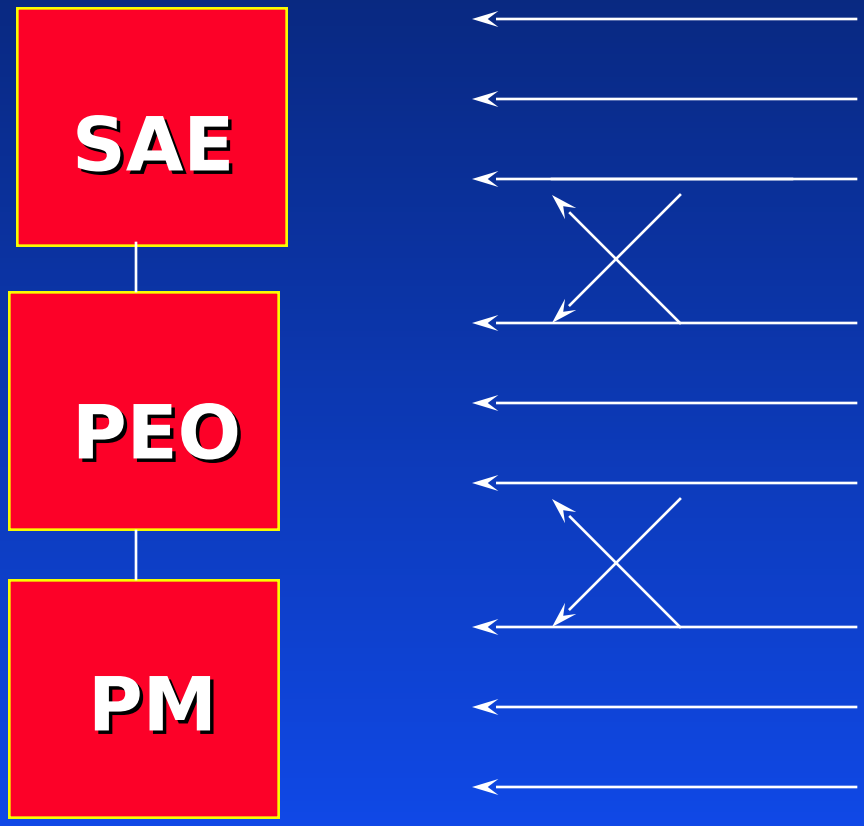
e.g.
SBIRS
DSP
EELV

MILSATCOM
BMD
ICBM
NUDETDS

ASC'S MISSION AREA ALIGNMENT



SOURCE OF SUPPORT



PEO SUPPORT ACTIVITIES

- ACQUISITION STRATEGY PROCESS
- PROCESS/COORDINATE APPROVALS AND JUSTIFICATIONS
- BUSINESS CLEARANCE
- SOURCE SELECTIONS
- PROTESTS
- SPECIAL PROJECTS
  - -- CLAIMS/SETTLEMENTS/ADR
  - -- RESTRUCTURES
  - -- PERFORMANCE ISSUES
  - -- TERMINATIONS
- OTHER

ACQUISITION STRATEGY PLANNING PROCESS

ACQUISITION STRATEGY OVERVIEW

- ✓ INTRODUCTION
- ✓ APPLICABILITY
- ✓ STRUCTURE
- ✓ OUTPUT
- ✓ LAWYER'S ROLE

Acquisition Strategy Planning Process (ASPP)

- **SAF/AQ ACQ Policy** Memorandum 95A**-009**
- **Program Management Oriented**
- **Top Down Process**
- **Executive & Senior Experienced Advisors**
- **Early in Formulation of Strategy**
- **Series of Meetings**
  - **Three Standing Panels**

ASPP Objective

- Consistent, Sound, Disciplined, Functionally Integrated Approach
- Meet User's Needs Within Resource Constraints
- Achieve Best, Fastest, Most Cost-Effective Results

Applicability

- ASPP - All ACAT Level I-IV Acquisitions that Require (Single Acquisition Management Plan) SAMP or (Acquisition Plan) AP

Acquisition Strategy Planning Process

- Begin When PMD or PR is Approved
- Pre-ASP (ESIS) Meetings Conducted by PM or CPDA
- Acquisition Strategy Panel Required prior to:
  - Major Milestone Decisions;
  - Significant Program Changes;
  - Other High Interest Actions

ACQUISITION CATEGORIES (ACAT)

ACAT I = MDAPS (10 USC 2430)
MAIS (DoDI 5000.2)

ACAT II = NOT ACAT I, *BUT* "MAJOR SYSTEM" (10 USC 2302)

ACAT III & IV = ALL OTHERS, AS DESIGNATED BY CAE

Acquisition Strategy Panel (Function)

- Review Integrated Program Acquisition Strategy
  - Realism
  - Flexibility
  - Risk
  - Responsiveness to User
  - Overall Balance
  - Executability

SAMP/AP

- “Write the Plan” Step
- Lead by Program Office
- Membership is Program Office and Functional Experts
- Results
  - Coherent Integrated Program Strategy
  - Program Ready to Finalize RFP

Acquisition Strategy Process

Review Criteria

User Requirements Met **Schedule**

Technology Applied **Cost Understood**

Alternatives Considered **Could Cost**

Implemented Risks Assessed **Resources**

Available **Plan Integrated**

Best Value Obtained **Program Executable**

Expected Results

- Executable Program That Meets User Needs
- Efficient Use of Resources
- Teamwork and Balance of Functional Disciplines
- Dynamic Transfer of Lessons Learned
- Documented Plan for Program Execution

Lawyer's Role Business/Legal Issues

- Requirements
- CICA Compliance
- TINA Compliance
- Source Selection Planning

Business/Legal Issues (Cont)

- Funding
  - Type
  - Availability
  - Restrictions

Business/Legal Issues (Cont)

- Schedule
  - Contractor's Perspective
    - Impossibility/Impracticability
  - Government's Perspective
    - "Statutory Program Management"
      - Reports/Notices
      - Approvals/Pre-Requisites
    - Program Phases/Milestones
      - Clearly Understood Divisions

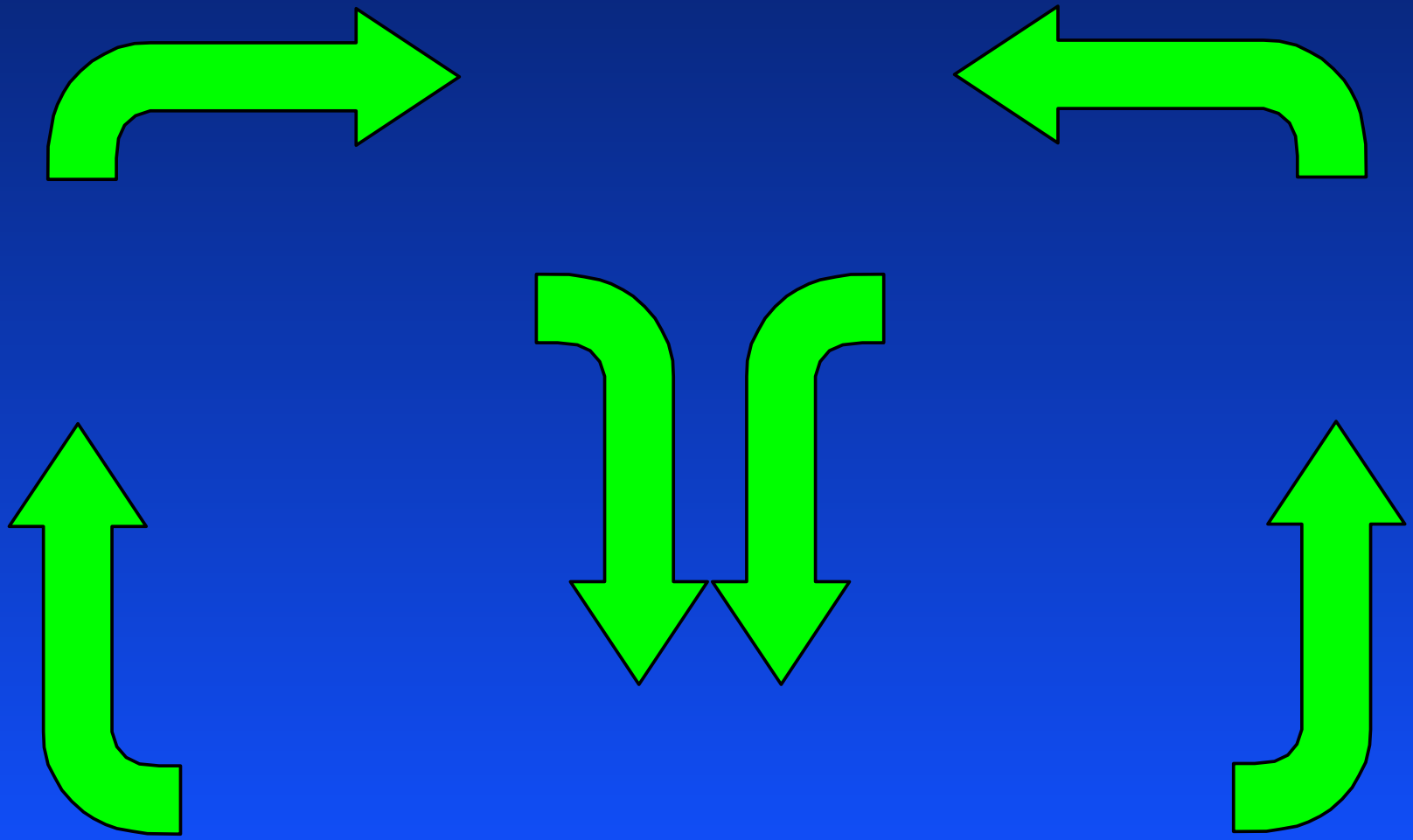
Business/Legal Issues (Cont)

- Options
  - Consistent With Statutory Regulatory Pre-Requisites
  - Milestone Events V. Firm Dates
- Data

Business/Legal Issues (Cont)

- Warranties
- Government Contractual Obligations
  - Gov’t Furnished Property
  - Gov’t Furnished Data
  - Associate Contractor Relationships
  - Gov’t As The Integrator

STATUTORY PROGRAM MILESTONE REQUIREMENTS



Milestone I

- Acquisition Program Baseline (10 U.S.C. 2435)
- DT & OT Test Plan (10 U.S.C. 2399)
- Environmental Consequences Analysis (42 U.S.C. 4321-4347)
- Industrial Capabilities Assessment (10 U.S.C. 2440)
- Cooperative R&D or Production Assessment (10 U.S.C. 2350a)
- Independent Estimate of LCC (10 U.S.C. 2434)

Milestone II

- Acquisition Program Baseline (10 U.S.C. 2435)
- DT & OT Test Plan (10 U.S. C. 2399)
- Line Fire Test Waiver Certification (10 U.S.C. 2366)
- LRIP Report (10 U.S.C. 2400)
- Environmental Consequences Analysis (42 U.S.C. 4321-4347)
- Manpower Estimate Report (10 U.S. C. 2434)
- Industrial Capability Assessment (10 U.S.C. 2440)
- Cooperative R&D or Production Assessment (10 U.S.C. 2350a)
- Independent Estimate of Full LCC (10 U.S.C. 2434)

Milestone III

- Acquisition Program Baseline (10 U.S.C. 2435)
- DT & OT Test Plan (10 U.S.C. 2399)
- Report on Results of OT to Date (10 U.S.C. 139(e)(1))
- Environmental Consequences Analysis (42 U.S.C. 4321-4347)
- Manpower Estimate Report (10 U.S.C. 2434)
- Industrial Capability Assessment (10 U.S.C. 2440)
- Independent Estimate of Full LCC (10 U.S.C. 2434)
- Beyond LRIP Survivability & Lethality Test Report (10 U.S.C. 2366)
- Beyond LRIP, DOT & E Adequacy Report (10 U.S.C. 2399)